

Appendix B

Army Civilian Leadership Opportunities for the AL&T Workforce

Historical Perspective

The *DAWIA* was originally enacted in 1991.¹ A major objective of this legislation was to professionally train all military and civilian members of the Defense AL&T Workforce, to include both our junior workforce members and our most senior executive leaders. *DAWIA* and its implementing directives have continued to provide a consistent blueprint for the education, training and experience requirements for the AL&T Workforce. While *DAWIA*'s primary concentration has been on developing a current functional expert, Army AL&T leadership has broadened this to focus on developing future multifunctional executive leaders with knowledge of both acquisition and non-acquisition issues that impact our operational Army both now and in the future.

Current Status

The identification and participation in meaningful leadership training remains an integral part of the Army AL&T leadership's strategic objectives. It is essential that our workforce members develop the required and demonstrated leadership abilities to make future decisions that will guarantee success for our operational Army. While leadership training for the military officers in the AL&T Workforce is inherent throughout their careers and training events, leadership training for their civilian counterparts is frequently overlooked, postponed or ignored. Leadership training, in fact, is not a distinct offering within the *DAWIA* training curriculum. Within the Army, the Army's Training and Leader Developmental Panel (ATLDP) Report, Phase IV (Civilian), dated February 24, 2003, reported with concern that "there is no well-developed, integrated, systemic approach for Army civilian leader development. Army civilians are unaware of leader development and training opportunities." The report also cautioned that the Army must make civilian training and leader development a higher priority than it currently is or face the prospect that the Army civilian workforce will not be fully prepared to meet the leadership challenges of the future.

To obviate this possibility, the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) and the USAASC have developed this Appendix to provide a consolidated source for optional leadership learning opportunities for the AL&T civilian workforce members at all grades/broadband levels. Opportunities for senior acquisition executives (i.e., General

1. Public Law 101-510 initially enacted the Defense Acquisition Workforce Improvement Act (DAWIA) on Nov. 5, 1990. Most of the Act was codified in Title 10 of the U.S. Code (currently 10 U.S.C. § 1701-1764). It has been amended several times since enactment.

Officers and civilian members of the SES) are addressed in a companion U.S. Army Acquisition Support Center handbook entitled, "Army Acquisition Corps Senior Executive Leadership Learning/Training Opportunities Handbook." This Appendix identifies suggested sources for non-mandatory leadership-related training and should be used in conjunction with the USAASC's Army AL&T Career Management Handbook (available at <http://USAASC.army.mil/pibs/default.cfm>). It is also intended to complement the civilian career programs' Army Civilian Training, Education & Development System (ACTEDS) addressed at <http://www.cpol.army.mil/library/train/acteds>. The focus of the specific offerings in this Appendix is keyed to the applicable Executive Core Qualifications (ECQs)/ Competencies and considered vital for senior executive positions. When available, information about eligibility, costs, application procedures, schedules, and points of contacts are included for the identified leadership opportunities. This Appendix is intended to be an evolving document that will be updated periodically; suggestions for additions or changes are therefore invited. Please submit your suggested changes to USAASC.acq.career.management@USAASC.belvoir.army.mil.

Ethics and Integrity Challenges

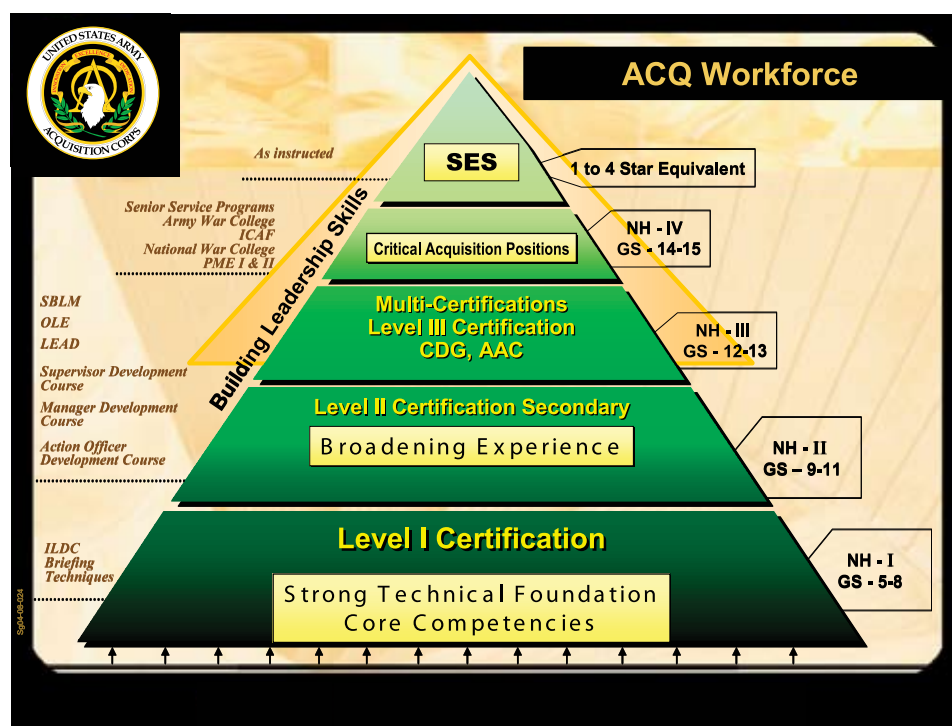
Mr. Michael Wynne, then Acting Under Secretary of Defense (Acquisition, Technology, and Logistics) and the Acquisition Executives of the Military Departments signed the October 22, 2004 memorandum entitled "Acquisition Workforce Ethics Training." The memo is addressed to the entire acquisition workforce and re-emphasizes that the highest level of integrity is expected from all of us. The memo requests all members of the acquisition workforce annually take the Defense Acquisition University (DAU) Continuous Learning Module entitled "Ethics Training for Acquisition Technology and Logistics 2004" as part of their 40-hour annual continuous learning training requirement. This memorandum can be viewed at <http://www.acq.osd.mil/dpap/policy/policyvault/2004-0877-DPAP.pdf>.

Individuals who apply for this DAU Continuous Learning Module will be automatically approved and their enrollment information sent to the DAU Virtual Campus. To register, click on "prepare application", then select category "Continuous Learning Modules." The DAU Continuous Learning Module application will not require review/approval by the supervisor or the service registrar. Once the Ethics module has been completed, annotate the completion on your automated IDP for awarding two continuous learning points.

The Secretary of the Army has likewise directed that every Army Soldier and civilian involved in the acquisition process receive an additional hour of ethics training (supplementing the regular annual Army Ethics training). This includes all civilian and military professionals in the Army AL&T Workforce and all AAC members. The Department of the Army, Office of General Counsel (Ethics & Fiscal) and The Office of The Judge Advocate General, Standards of Conduct Office are responsible for conducting acquisition ethics training throughout the Army. Please ensure your compliance with these important training requirements.

Balanced Approach

The enduring intent of DAWIA has been to “professionalize” the acquisition workforce by providing a framework through which appropriate Education, Training and Experiential achievement could be identified, supported, documented and maintained. This objective has always cautioned that a balance among these three measures must be struck. The model below displays the continuous and progressive approach envisioned for Army AL&T workforce members. Your personal progression will vary depending upon your existing credentials, your personal objectives and your level of commitment. This model will be modified as necessary to reflect the Army's upcoming transition to the National Security Personnel System and other anticipated Army CES changes.



The primary professional focus for AL&T workforce members should be to first gain a Strong Technical Foundation in the acquisition career field for the position presently encumbered. The achievement of such core technical competencies is displayed at the base of the pyramid model above. Following the gaining of technical proficiency, emphasis should be placed on exploring Broadening Experiences (displayed above in the middle of the development model). At this intermediate level, workforce members might develop multifunctional knowledge and awareness and, at a minimum, strive to obtain Level II certification in an additional ACF. Additionally, there are cross functional opportunities offered through the USAASC that might provide assignments in a variety of positions of increased responsibility. This experience will build the functional and leadership competencies required for success in future leadership positions. At the

Strategic Leadership Level (peak of the development model), success will be dependent on the acquired leadership skills and multifunctional knowledge that you bring to the position. Building career progression around the successful mastering of each level ensures all Critical Acquisition Positions and Key Leadership Positions will be filled by the best-qualified acquisition personnel. Worth noting is that leadership opportunities, both in practice and in training events, occur at all levels on the career model.

While gaining on-the-job experience throughout one's career progression is essential, the AL&T Workforce member is required to pursue and achieve specific acquisition recognition via certification in the ACF and at the prescribed level (I, II or III) for the acquisition position encumbered. It is DOD policy that AL&T Workforce members must be appropriately certified within 24 months of assignment to the acquisition position. Note that acquisition certification consists of achievement of three specific elements: education, training and experience and certification requirements vary by ACF. Please visit the DAU online catalog for a listing of the current ACFs and their associated certification requirements at <http://www.dau.mil>.

In conjunction with pursuing appropriate acquisition certification, AL&T Workforce members are both encouraged and required to participate in continuous learning activities. The DOD policy on Continuous Learning for the acquisition workforce requires that AL&T Workforce members must complete a minimum of 80 continuous learning points (CLPs) every 2 years. Please note that the attainment of CLPs is not limited to the traditional classroom setting but may be earned in numerous ways. Workforce members should work with their supervisors to ensure that the attainment of CLPs is considered when developing IDPs and ensure that points earned are captured on the employees' IDPs. The Continuous Learning Policy and Army Implementing Instructions may be found under the General Info section on the USAASC website at <http://USAASC.army.mil/info/policies/default.cfm>. Any desired leadership training and required Ethics training are also documented on employees' IDPs.

Individual Development Plan

The IDP is a critical document in identifying and tracking an acquisition professional's career objectives in the areas of education, training and experience. It is required that each member of the Army AL&T Workforce, military and civilian, complete and maintain an IDP regardless of grade/payband level equivalent, military rank or certification level. This IDP should be updated during counseling milestones to include as a minimum, at initial, mid-point and final counseling sessions. For military personnel, the normal assignment process will continue to be followed to ensure the Army's and your professional development requirements are met.

The IDP charts a five-year plan that defines those future opportunities required to meet career goals. An automated process has been created to facilitate the development and modification of IDPs. The automated IDP may be found at <https://rda.altess.army.mil/cappmis/index.cfm>. Note that an automated IDP must be approved before students can apply for a course offered by the DAU or prior to application to any of the various AETE opportunities offered by the USAASC. The IDP is also the vehicle through which the achievement of your continuous learning points is documented.

Additional Resources

The Army's newly developed Civilian Leader Improvement Battery (CLIMB) is a voluntary web-based leadership skill assessment used to measure your standing on the 27 universal leadership competencies validated by the U.S. Office of Personnel Management (OPM) as critical for performance in all professional and administrative occupations (see Table 1). It then provides a link to training opportunities that can be included in your IDP to address both strengths and weaknesses identified by the assessment. Note that the CLIMB is strictly voluntary and is used only for developmental purposes and in no way impacts performance appraisal ratings, promotion, training opportunities or any other benefits of employment. It is a tool you and your supervisor might explore to focus on your most important leadership competencies. <http://www.123assess.com/climb/home.do>.

A DOD assessment tool that is also available to acquisition workforce personnel is the Acquisition Leadership Effectiveness Inventory (ALEI) found at <http://www.dau.mil/doddacm/ALEI/index.html>. The ALEI is based on the same 27 universal competencies. The competencies are organized under five Executive Core Qualifications (ECQs) – Leading Change, Leading People, Results Driven, Business Acumen and Building Coalitions/Communication. The ALEI is a performance development tool for both individuals and organizations that enables assessment of these competencies that are considered important for all acquisition professionals at all levels. Although the ECQs are used to evaluate and select members of the federal Senior Executive Service, you can use the ALEI no matter what your current level of career progression. The ALEI measures over 100 behaviors that are needed in varying degrees for successful performance and career progression in all professional assignments at all levels, permitting great precision in the selection of those competencies that are most important for specific assignments, positions and individuals.

Table 1 OPM Leadership Competencies

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions/Communications
Continual Learning	Conflict Management	Accountability	Financial Management	Influencing/Negotiating
Creativity and Innovation	Leveraging Diversity	Customer Service	Human Resources Management	Interpersonal Skills
External Awareness	Integrity/Honest	Decisiveness	Technology Management	Oral Communication
Flexibility	Team Building	Entrepreneurship		Partnering
Resilience		Problem Solving		Political Savvy
Service Motivation		Technical Credibility		Written Communication
Strategic Thinking				
Vision				

Mentorship

Preparing our current Army workforce members for future positions of leadership at all levels is a responsibility and opportunity in which all must share. Indeed, our nation's most senior leadership recognizes the merits of mentoring:

"...it is the men and women of America who will fill the need. One mentor, one person, can change a life forever. And I urge you to be that one person."

*President George W. Bush
State of the Union Speech, January 28, 2003*

Mentoring, whether done informally or through a formal mentoring program, is a powerful tool that ensures the continued personal and professional development of our workforce. Not only does the individual being mentored (mentee) gain the benefits of valuable and seasoned advice, the mentor also gains through improvement in his/her interpersonal and leadership skills, achieves insight into the workings of the organization/personnel and gains future professional contacts. Our industry partners also value the benefits of mentoring and appropriate succession planning:

"Winning companies win because they have good leaders that nurture the development of other leaders at all levels of the organization...the ultimate test for a leader is not whether he or she makes smart decisions and takes decisive action, but whether or not he or she teaches others to be leaders and builds an organization that sustains its success when he or she is not around. The key ability of winning organizations and winning leaders is creating leaders."

Noel Tichy

The Leadership Engine: How Winning Companies Build Leaders at Every Level
(New York: Harper Collins, 1997) p.3

Information about the Army's mentorship strategy "Leaving a Legacy Through Mentorship" can be found at the Army's Mentorship Resource Center <http://www.armyg1.army.mil/hr/mrc.asp>. Additionally, several Army Career Program Army Civilian Training Education and Development System (ACTEDS) plans have identified mentoring programs specifically for their community.

Literature

Leadership can be briefly defined as "influencing people by providing purpose, direction and motivation, while operating to accomplish the mission and improving the organization."² To further hone these abilities, emerging leaders are also encouraged to review existing literature addressing strategic leadership. Relevant leadership readings can be accessed on the "U. S. Army Chief of Staff's Professional Reading List" available on Army Knowledge OnLine (AKO) at <http://www.army.mil/cmh/reference/CSAList/CSAList.htm>. Additionally, book reviews can be found in the *Army AL&T Magazine* in a frequent column entitled "Worth Reading." *Army AL&T* is published quarterly by the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology and can be viewed and printed at <http://USAASC.army.mil/pubs/alt/default.cfm>. There are numerous government and private sector sources for leadership training. Many of these suggested sources are contained in the listings that follow the discussion on Executive Core Qualifications.

Leadership Growth

SES Executive Core Qualifications

SES members are senior federal management experts with leadership and management skills described by the ECQs. The ECQs describe the leadership skills, executive experience and potential-not technical expertise, needed to succeed in the SES and reinforce the concept of an "SES Corporate Culture." A brief description of each ECQ follows:

1. **ECQ 1 Leading Change.** This core qualification encompasses the ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values and other factors. Inherent to it is the ability to balance change and continuity to continually strive to improve customer service and program performance within the basic government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence even under adversity. Competencies include creativity & innovation, continual learning, external awareness, flexibility, resilience, service motivation, strategic thinking and vision.

2. Department of the Army Field Manual No. 22-100, The Army Leadership Framework, 31 August 1999, 1-4.

- 2. ECQ 2 Leading People.** This core qualification involves the ability to design and implement strategies which maximize employee potential and fosters high ethical standards in meeting the organization's vision, mission and goals. Competencies addressed include conflict management, cultural awareness, integrity/honesty and team building.
- 3. ECQ 3 Results Driven.** This core qualification stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies. Competencies include accountability, customer service, decisiveness, entrepreneurship, problem solving and technical credibility.
- 4. ECQ 4 Business Acumen.** This core qualification involves the ability to acquire and administer human, financial, material and information resources in a manner which will instill public trust and accomplishes the organization's mission, and to use new technology to enhance decision-making. Competencies addressed include financial management, human resources management and technology management.
- 5. ECQ 5 Building Coalitions/Communications.** This core qualification involves the ability to explain, advocate and express facts and ideas in a convincing manner, and negotiate with individuals and groups both internal and external to the organization. It also involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization. Competencies include influencing/negotiating, interpersonal skills, oral communication, partnering, savvy and written communication.

Army and DOD Leadership Training Opportunities

The Army Civilian Leader Development Program is presently undergoing major changes to reflect an updated Army CES Policy (currently in draft form). The CES will provide a centralized, progressive and sequential education system that will consist of foundation, basic, intermediate, and advanced courses. As a result of these proposed CES changes, certain leadership training opportunities which had been traditionally promoted and/or required are now being phased out as the Army transitions to the new CES curriculum. Some of the current courses have been or will be phased out. Some of these affected courses are indicated below with an asterisk (*) and their current/anticipated future status is noted. Visit the Army-wide Leadership Training Section (beginning on page 75 of this catalog) for additional course offerings available to Army workforce members. Updates to the CES transition plan and new course development status will be posted through the Army's Civilian Personnel OnLine Web site at www.cpol.army.mil, and the 2006 AETE Catalog (and this Appendix) will be updated accordingly.

Army Competitive Professional Development (CPD)

CPD is defined as functionally tailored, significant developmental opportunities that occur in academic (university) programs, Training-With-Industry (TWI) and/or planned developmental assignments that have been documented in the respective ACTEDS plans. The programs covered include university programs; developmental assignments; TWI; the Army Comptrollership Program; the Army Congressional Fellowship Program; the Logistics Executive Development Program; the Secretary of the Army Research and Study Fellowship; the DoD Professional Enhancement Programs; the Advanced Resource Management Course (Syracuse); and the Professional Military Comptroller School (Maxwell Air Force Base). Nominees must be serving in or registered in a career program with career status appointments, Schedule "A" excepted appointments without time limitation or excepted appointments in the Defense Civilian Intelligence Personnel System (DCIPS). In addition, nominees must have a minimum total of three years service in any one or a combination of such appointments. *Army Intern Leadership Development Course (ILDC) (continues until 30 December 2007)

The purpose of ILDC is to provide interns with an understanding of the structure of the U.S. Army, the Army's leadership competencies and a familiarization with their emerging roles as tomorrow's leaders. It must be completed by all central and local interns prior to graduation from the intern program. Five days in duration, it is taught by Civilian Leadership Training Division (CLTD) facilitators at regional training sites. More information is available at the CLTD Web site, <http://www.cgsc.army.mil/cal/cltd>.

DOD Executive Leadership Development Program (DELDP)

The DELDP is designed especially for highly motivated DOD employees who have demonstrated outstanding leadership potential. DOD has a variety of programs that provide training and education for tomorrow's leaders; however, only DELDP provides participants with an extensive exposure to the roles and missions of DOD. DELDP also provides participants with an increased understanding and appreciation of today's warfighters. Warfighters speak of being at the "tip of the spear" and DELDP provides experiences that will give participants a greater understanding of what it is like being at the "tip of the spear." Civilians in grades GS/GM 12-14/payband equivalent are eligible to apply for this program. Visit CPOL online for additional information about this program at <http://cpol.army.mil/library/train/catalog/ch04deldp.html>.

Executive Leadership Development Program (ELDP)

The ELDP provides participants with extensive exposure to DOD's roles and missions. It also provides participants with an increased understanding and appreciation of today's warfighters. In addition to seminars in Washington D.C. where experts in defense, foreign affairs, and politics address ELDP in classes, and participants have intensive hands-on field experience at military installations around the country as well as overseas. ELDP is designed specially for highly motivated DOD employees who have demonstrated outstanding leadership potential. Participants must have initiative, professional excellence, community involvement, a commitment to public service and integrity. Each class consists of approximately 60 participants in grades GS/GM 12-13/payband equivalent. Visit <http://www.cpms.osd.mil/eldp/index.html> for additional information

Defense Leadership and Management Program (DLAMP)

The DLAMP is a systematic program of "joint" civilian leader training, education and development across DOD. It provides the framework for developing civilians with a DOD-wide capability to serve in key leadership positions. To the degree consistent with applicable statutes and regulations, DLAMP participants are the primary source for filling DLAMP positions. Eligible DLAMP participants and graduates receive priority consideration for DLAMP-designated positions once those positions become vacant. As a condition of selection and development, participants must be organizationally and occupationally mobile. They may also be required to be geographically mobile. They are evaluated annually, according to criteria developed by the DLAMP Council, and have to meet continuing education requirements. DLAMP participants must complete the following four elements of the program successfully: a career-broadening rotational assignment of at least 12 months; at least three months of professional military education (PME) with an emphasis on national security decision-making; a minimum of 10 advanced graduate-level courses on subjects and issues facing defense leaders; and component- and occupational-specific development courses, as appropriate. More information about this program can be found at DLAMP's Web site located at www.cpms.osd.mil/dlamp.

Army AL&T Rotational Assignments

DAWIA and DOD policy encourage acquisition workforce development through experiential assignments in multiple functions and organizations. In support of this emphasis, USAASC has developed several voluntary competitive programs that support broadening opportunities locally and outside of one's geographic area. Several of these programs are cited below and additional details on these and others can be found in this AETE under Experiential and Developmental Opportunities.

The USAASC's **CDG/AAF** Program is a three-year developmental program

that offers board selected Army AL&T Workforce applicants expanded training, leadership, experiential and other career development opportunities. CDG/AAF program participants are “best-qualified” applicants who are selected through a competitive selection board process hosted by the Army Human Resources Command. Selectees are assigned to centrally funded positions on the USAA-SC Table of Distribution and Allowances for a 3-year period. If selected, they are provided centrally managed education, experience and training opportunities designed to provide career and leadership development assignments in a structured, high-visibility program. This program is announced annually by the Army Human Resources Command at <https://www.hrc.army.mil/site/active/index2.asp>. Full CDG/AAF Program details can be found at <http://USAASC.army.mil/programs/cdg/default.cfm>.

The USAASC is pleased to announce the ongoing development of a new pilot program, the **Civilian Operational Experience Program** (COEP). This program will assist in the “greening” of Army AL&T Workforce members on the mission of Army Soldiers. It clearly presents the AL&T Workforce with existing operational and formal training opportunities, courses, educational materials and useful Web sites. The COEP will better prepare and educate newly indoctrinated AL&T Workforce members so that they can increase their level of support to our Soldiers, today and in the future. Additional details on this emerging program will be posted when available.

Suggested Leadership Training Courses

The following listing identifies additional online leadership training events. The principal providers for the events listed are Go Learn (formerly known as USA Learning) and Army e-Learning. Army e-Learning is a valuable source, where, at no cost to the individual or their organization, all active duty Soldiers, members of the National Guard or Reserves, Department of the Army civilian employees, and United States Military Academy (USMA) and Reserve Officers' Training Corps (ROTC) cadets are authorized to access over 1,500 information technology, business skills and interpersonal skills courses from any location, around the clock (24/7). You must have an AKO account in order to access Army e-Learning opportunities and then complete your registration through the Army Training Requirements and Resources System (ATRRS) (you do not need an ATRRS Login/Account to register). Be sure to browse the Army e-Learning Course Catalog to see the full range of courses available. A second source for similar online leadership training is Go Learn. The Office of Personnel Management considers Go Learn the official learning and development site for the U.S. Federal Government (www.golearn.gov). The Go Learn Web site recently converted from offering a free service to requiring a fee-for-service. In order to gain access to any government-owned courses on www.golearn.gov, your organization must first purchase access to the system. Please visit the Go Learn website for additional access and cost details. Any funding required for

these events are the responsibility of the employee's organization. The planning for and approval of these and other training events should be accomplished via the employee's IDP.

The focus of each of the specific offerings in this Appendix is keyed to the applicable ECQ competencies addressed earlier in this text and considered vital for senior executive positions.

Competency Addressed: Creativity and Innovation

1. Creativity and Innovation: Increasing Personal Creativity

In this course, you will learn how to mentally and physically prepare for creativity, how to incorporate innocence, intuition, and adventure into creative thinking, and how to use creativity to generate ideas and solve problems. You will also learn exercises for preparing the mind and body for creative thinking, as well as the most common ways creativity is incorporated into problem solving.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Creativity and Innovation: Thinking Creatively

In this course, you will learn to use your creative thinking skills to make beneficial changes in your organization. This interactive multimedia training program provides you with the opportunity to recognize which personal experiences enhance creativity, develop your creative potential by allowing incubation time and identify new ways to foster a climate of creativity within your organization.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Generating Creative and Innovative Ideas

This course is designed to help you to boost your creative toolbox. You will look at team methods of fostering creativity and innovation in the workplace, such as brainstorming and the Nominal Group Technique. Then you will explore importance of conflict and how nature and history can help you in your quest for greater creativity.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Frontline Leadership: Positively Influencing Workplace Culture

In this course, you will learn the factors that determine workplace culture and how to address and lead your employees through challenging changes in that

culture. You will also learn styles of frontline leadership, guidelines for addressing negative attitudes and situations, and ways to inspire employee innovation.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Brainstorming and Promoting Creative Thinking

This course is geared to help participants make creativity part of their everyday life by breaking down creative barriers in their work environments, and establishing new norms that wake up their creativity. It shares brainstorming processes and tools and exercises that encourage people to think “outside the box.” Finally, this course suggests simple ways to fan curiosity and fuel divergent thinking -- the ingredients that go into producing creative solutions.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

6. Implementing Creative and Innovative Ideas

During this course, you'll find out how to manage the entire implementation process, from prototyping and gaining stakeholder approval to maintaining momentum and enthusiasm. Leading the team through this challenge will also be vital. You'll learn more about how to complete the creative cycle: how to secure buy-in and managing the launch, what to do with old ideas and how to maintain creative momentum in the future.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Continual Learning

1. Continuous Learning for Tomorrow's Managers

This course examines important insights concerning trends in demographics of the workforce and how those changes will affect your bottom line. You will learn adaptive strategies for attracting and retaining your future workers. You will discover how to turn your activity into a learning organization – a powerful, change-ready work force that “whets their intelligence on that of the others.”

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. E-Learning

This course focuses on the basic question, “What is e-Learning and what can it do for me?” In this course, you will find out how you can use this essential training tool to maximize your learning experiences, keep up-to-date with the latest and greatest content, and evaluate, plan and implement what you have learned.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. The Potential of Self Directed Learning

In this course, you will find out what you can do to take control of your own skill and career development. Learn to identify resources, build relationships, assess your organization’s support for self-directed learning, and manage and assist other self-directed learners and self-directed teams.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Knowledge as Strategy: Performance Improvement

In the 21st century – the Knowledge Age – corporations will see workers as intellectual capital. Workers themselves, rather than just information, will become the resources that allow organizations to respond quickly and effectively to rapid change. Learning is at the core of these demands – whether it’s learning a new skill, knowing how to manage existing and new knowledge, or creating organizational structures that support continuous learning. This course introduces learners to a new focus on performance improvement based on knowledge as the competitive advantage.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Successful Lifelong Learning

Today’s successful individual understands that the business world is constantly changing the way people work and the way work is accomplished. In this course, you will learn the meaning and importance of the terms lifelong learning, self-directed learning, continuous learning and knowledge worker. You will discover lifelong learning strategies can enable you to develop your work skills and to manage your professional development.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

6. Putting Knowledge to Work

Knowledge, like a machine, must be used to create something positive for your company. If not, it’s wasted. Unlike a machine, the beauty of knowledge is that it can be used, leveraged and applied without diminishing. The key is to find the knowledge in your company, share it and leverage it. This is the process that will

really bring you and your organization the results you want.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: External Awareness

1. Strategic Management-Planning

This course focuses on the planning phase of strategic management, which includes defining company mission, performing internal analysis and evaluating the external environment.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Federal Government Industry Overview

This course will provide you with an understanding of how the government works with businesses, the regulatory and business factors driving change, the challenges facing the implementation of e-government, and strategic management and enterprise solutions.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Globalization and Our Changing World

This course provides you with a “big picture” view of globalization. You will be introduced to the trends that have opened the doors to a global economy and the factors that drive corporate globalization. You will also learn about the major trade agreements that pave the road to global commerce.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Challenges of the 21st Century

In this course, you’ll learn how evolving work environments affect leadership. You’ll explore the implications of 21st Century trends like virtual employees and portable assets, and learn how you can meet the leadership challenges they present. Additionally, you’ll learn about the values of intellectual assets and how you can maximize your infrastructure assets. The course concludes with leadership strategies for e-Business.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Cross Generational Workers in the 21st Century

The course's first lesson identifies the contributions each generational group makes to the workplace today. Contributions will center on the concepts of outlook, work ethic and preferred leadership style. The second lesson in the course focuses on the training needs of the generational groups that will foster their success in the workplace of the new century. The generational groups' learning styles will be tied into the training needs. The third and final lesson focuses specifically on the future: competing in the work force in the new century. Topics in this lesson will be cross-generational management, cross-generational teams and future workplace trends.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Flexibility

1. Keeping Your Balance

You will learn to recognize opportunities in changing circumstances. You'll achieve this by becoming accustomed to transitions and discovering ways of improvising as change occurs, including the invaluable role of partners. Above all, these skills will allow you to maintain your balance in rough seas.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Leading Through Change

Knowledge of how to challenge processes, a realization of the attitudes and behaviors that accompany change and a willingness to do the necessary work is all it takes. You can learn about each of these areas in this course, which will teach you how to lead through change.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Discovering Balance

In this course, you will discover what constitutes everyday balance, and assess your own life in terms of these key elements. Because a successful "balancing act" is an ongoing process, this course also provides you with the tools necessary to recognize the warning signs of imbalance. Once established, all of these tools will help you define boundaries and begin to establish balance in your life.

Provider: Army e- learning (register via AKO)

Method: Online

Cost: FREE

4. Making the Change

This course will assist you in doing all the necessary work involved in change and walk you through the six stages of personal change. Upon completion, you'll be equipped to handle the organizational change that comes your way.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Communication and Reinforcing Change

In this course, you'll learn techniques for communicating your vision effectively. You'll also discover how to empower your employees by removing change barriers and providing the training that's necessary for complete alignment. In addition, you'll become skilled at using short-term wins to foster commitment and you'll know what it takes to anchor your change initiative and replace your old corporate culture.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

6. Being Prepared for Change

This course focuses on the mental attitudes and behaviors you need to develop in order to take advantage of the opportunities for personal growth that can accompany organizational change.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

Competency Addressed: Resilience

1. Committing to Self

You will discover the keys to a lifestyle that will not only make you more efficient, better directed, and successful in your professional life, but bring a complementary improvement in your personal life as well. You'll achieve this by analyzing your present dietary habits and exploring tips from expert nutritionists, assessing the best form of exercise for yourself, and recognizing how to recharge your batteries in the long and short term.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Time Management: Planning Your Day

In this course, you will learn how to manage your time on a day-to-day basis in a way that will increase your productivity. The program covers how to develop a daily plan, how to manage technology, and how to say "no" to doing too much. The program focuses on planning, scheduling, and concentration skills. You will also learn how to handle e-mail, the internet, and the telephone productively.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Coping with Stress

You'll explore ways to anticipate for stressful situations in order to reduce their disruptions on your life. Sometimes it's just our own negative thinking that creates anxiety in our lives. In this course, you'll employ time-tested methods of diffusing these negative thoughts. By the time you're finished integrating these lessons, you'll have the tools to keep stress in check.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Success Over Stress

This course will show you the difference between pressure, which spurs you into action and helps you to perform at your peak, and stress, which impedes your performance and has long-term health implications. Stress is produced by your own feelings and reactions to certain external events, rather than by the events themselves. This means that once you recognize how you respond to certain situations, you can change your response to one that is more helpful and productive.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Balancing your Professional Life Simulation

Focus in this course will be on recognizing the sources of stress and applying effective techniques to manage both personal stress and the stress of others, while optimizing your role as team leader. Explore mode is particularly useful in this simulation and you are encouraged to experiment with your choices to get a full range of experiences that will leave you well-versed in the art of stress management in a work environment.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

6. Managing Workplace Stress

This course will show you how to manage stress on the job to increase satisfaction and productivity.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Service Motivation**1. Coaching in a Stress Oriented Culture**

Discover the important distinction of becoming a truly great coach instead of a manager. You will create the environment that transforms the performance of the team for the most rewarding results.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

2. Fundamentals of Exceptional Customer Service

This course is designed to take your goals beyond merely satisfying the customer to creating customer loyalty. The training takes aim at outdated modes of thinking and establishes the building blocks for a service mentality that increases customer commitment and profits. Learn how to develop service standards and track their effectiveness. Most importantly, by the end of the course you'll be able create your own customer-focused philosophy.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Excellence in Service: Fundamentals for Employees

This course will help you develop the skills needed to effectively relate to customers, fulfill their basic needs and exceed their expectations. You will be provided with opportunities to differentiate between internal and external customers, take ownership for customers' needs and make sure your customers are completely satisfied.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Excellence in Service: Building Lasting Customer Relationships

You will learn how to build ongoing customer relationships by identifying and delivering a solid value proposition to your customers. You will then understand how to add value by increasing customer responsiveness, promoting customer knowledge and developing customer loyalty. You will learn how to build on customer loyalty by focusing on both the rational assessment, as well as emotional attachment, to your product or service.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Service Success

Helps managers build service capabilities across the organization, and strategically leverage those capabilities to improve customer loyalty and fuel profits and growth. Shows managers how to use the Service Profit Chain.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Strategic Thinking**1. Strategic Management - Analysis and Choice**

In this course, you will learn the basic ideas of long-term objectives, generic strategies and grand strategies. Then you will learn how to analyze and choose strategies by using various techniques. By choosing the right strategy, your company will be more effective at building sustainable competitive advantages as well as maximizing shareholder value.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Strategic Management — Developing a Successful Process

You will learn how to identify the components of an effective planning document, what strategic planning roles are necessary from key personnel and how to apply guidelines to make a strategic plan successful. You will also learn how to recognize the qualities of effective mission and vision statements and how to apply guidelines to secure acceptance for the strategic plan. In addition, you will also learn how to implement, execute and monitor a strategic plan.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Strategic Management - Planning

This course focuses on the planning phase of strategic management, which includes defining company mission, performing internal analysis and evaluating the external environment.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Strategic Management — Analyzing Strategic Options

You will learn how to identify the reasons to conduct a strategic analysis, how to recognize the elements of the SWOT acronym (strengths, weakness, opportunities and threats), and how to identify the components of the internal and external environments. You will also learn how to apply the value chain analysis to evaluate the internal environment, how to perform the steps to analyze the external environment, and how to identify the levels of strategy. In addition, you will learn how to formulate the appropriate strategy.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Strategic Management — Establishing Strategic Force

You will learn how to apply the appropriate terms and language to strategic management situations, who should perform the strategic management process and how to recognize important issues when organizing a strategic management plan. You will also learn how to apply the steps of the strategic management process, how to encourage decision making and how to apply the decision-making process.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

6. Strategic Management — Corporate Implementation

This course focuses on the corporate implementation phase of strategic management and the three steps involved in corporate implementation. The steps covered in this course help managers at all levels keep daily decisions and actions consistent with the long-term strategic process.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Vision**1. Change Leadership**

In this course, you'll gain an understanding of why change initiatives fail and you'll become familiar with the specific challenges of change. You'll walk through three specific stages of change leadership: establishing a sense of urgency, putting together the change coalition and developing the change vision. Once you've mastered the skills in this course, you'll have a clear idea of what it takes to initiate the change process in a manner that ensures success.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Communicating and Reinforcing Change

In this course, you'll learn techniques for communicating your vision effectively. You'll also discover how to empower your employees by removing change barriers and providing the training that's necessary for complete alignment. In addition, you'll become skilled at using short-term wins to foster commitment and you'll know what it takes to anchor your change initiative and replace your old corporate culture.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Creating a Business Execution Culture

A business execution culture starts with an organization's leaders and trickles down to virtually every level of the company. This course contains powerful information to help you create an execution culture in your organization. Whether you're a senior manager or the manager of a small business unit, you can do your part to create an execution culture in your company.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Communicating a Shared Vision

Communicating your vision gives purpose and meaning to the work that people do, and pursuing and accomplishing that vision with a sense of integrity builds trust in you as an individual and as a leader. This course will teach you how to communicate a shared vision and get action on that vision across all sectors of your working environment.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Managerial Leadership: Creating a Vision

In this course, you will learn the importance of organizational leadership and how leaders guide organizations toward vision fulfillment. You will learn questions to ask when defining an organization's vision, basic steps to complete when drafting a vision statement and guidelines for communicating the vision. In addition, you will learn steps for setting goals that are aligned with an organization's vision.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Managing Conflict

1. Managing Conflict in the Organization

As a manager, you will inevitably have to sort out some of the conflict that occurs in your organization. Sometimes this will be between individuals, but often it will be between teams or even departments. The different nature of these conflicts is likely to require different approaches and there are also likely to be a range of particular demands on you in the way that you manage the conflicts. This course will teach you how to implement these approaches and deal with such demands.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Conquering Conflict through Communication

Communication is more than what you say. It's what you don't say, how you listen to others and how you listen to what you say. At the end of this course, you'll have the skills you need to listen actively, use feedback in your teams, sen-

sitively communicate verbally and nonverbally, and assume the best of your team members.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Understanding Conflict

This course is geared to give learners a thorough understanding of conflict through a wide variety of everyday examples. Upon completion, learners will understand the primary reasons conflicts occur and realize that conflict often produces positive changes that can actually benefit them and their organizations. They will learn to watch out for conflict escalation, recognize conflict and use three unilateral conflict-resolution strategies to put an early end to conflict.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Resolving Conflict through Problem Solving

This course gives learners a proven approach they can easily use whenever a conflict situation arises. This is an entire system of skills and techniques, based on detailed studies and proven psychological principles. Learners will understand how to implement the most important facet of conflict resolution. They will know how to strike the right balance between being firm and being conciliatory.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Communicating with Difficult People: Handling Difficult Co-Workers

In this course, you will learn how to define difficult co-workers, cope with their difficult behavior and resolve conflict caused by the negative behavior. You will also learn the proper methods to address each difficult personality type, the appropriate techniques to use to cope with and manage difficult behavior, and the steps that create the conflict resolution process.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Integrity/Honesty

1. A Manager's Introduction to Business Law

This course introduces managers to the fundamental concepts of business law. The relationship between business ethics and law is explained and how managers serve as vital role models for demonstrating ethical business practices. This course also presents the basis and structure of the U.S. legal system and introduces relevant areas of business regulation. It outlines management's legal re-

sponsibilities and presents practical strategies for researching legal resources, for supporting legal counsel and for proactively avoiding legal complications.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Conflicts of Interest

This course will provide you with the fundamental skills that will enable you to identify potential conflicts of interest and develop a policy to help your employees understand how to ensure the integrity of the company by avoiding, managing and resolving such conflicts.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Business Continuity Planning, Law and Ethics

This course will discuss business continuity planning, computer crime and the law, and the ethical issues associated with information system security.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Business Ethics: Managerial Business Ethics

You will learn about common managerial ethical issues, as well as ways to proactively ensure ethicality in the workplace and address subordinates' ethical issues. You will also learn causes of unethical behavior, how to recognize unethical behavior and how to end unethical behavior in the workplace.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Managerial Business Ethics

In this course, managers with decision-making responsibility will explore ethical issues and will acquire specific skills for creating and maintaining an ethical work environment.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Leveraging Diversity

1. Americans with Disabilities Act

This course explains the concepts, requirements and practical application of the American with Disabilities Act. Although employees of the federal government are not directly protected by the ADA, they are covered by the Rehabilitation Act

of 1973. While there are differences between the two laws, for the purposes of managers and supervisors, the provisions and requirements are substantially similar.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Managing Across Difference

This course assists managers in successfully meeting a wide range of diversity challenges and transforming them into strategic opportunities. It addresses both traditional diversity issues of gender and race as well as differences in function, perspective and work style, and shows managers how to channel these differences to positively impact performance, productivity and innovation.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Workplace Diversity

In this course, you will learn what diversity is and how the demographics of the workforce and the marketplace affect your organization and how it does business, both internally and externally. You will find a growing understanding of how diversity might be valued in your organization and the impact that diversity may have already had on your organization.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Diversity: What Managers Should Know

You will learn fundamental facts about diversity, as well as what approaches have commonly been used to address diversity. In addition, you will learn how to overcome common barriers to diversity, such as discrimination, and how to communicate effectively in a diverse workforce.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Diversity in the Workplace

Employees will learn what diversity is and how it influences their relationships with others. They will learn to differentiate between and overcome stereotyping, prejudice and discrimination, and acquire the communication skills they need to build on the advantages that a diverse workplace offers.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Team Building**1. The Manager as Coach and Counselor**

Coaching is what cultivates employee growth and loyalty. In this course, you'll learn to take employees from adequacy to excellence. This course explores four coaching styles and the methodology to use them all. You'll also discover techniques to overcome employee resistance.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

2. Dealing with Team Conflict

This course gives the insight to the team leader to play his role to its full potential for improving quality, productivity, flexibility and innovation. Team leaders must learn to skillfully manage group discussions, internal conflicts and issues of team accountability so that these activities yield good results that are supported by the whole team and build group relations rather than destroy them.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

3. Teamwork and Emotional Intelligence

The glue that holds today's work teams together is made up of social competence, the ability to influence others, participation and collaboration. These skills, combined with a willingness to develop the team, are the hallmarks of effective teams that will be discussed in this course.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

4. Harnessing Collective Knowledge

In this course, you will gain an understanding of what knowledge work is all about, and you'll discover how to successfully create and sustain your knowledge work teams. Additionally, you'll become aware of how knowledge workers and knowledge teams can foster innovation and creativity in your organization.

Provider: Go-Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Foundations for Building Effective Teams

To create and maximize participation and collaboration, a team leader must learn to build team identity, commitment and trust, both in the leader and in team mem-

bers. The team leader must learn to skillfully manage group discussion, problem solving and decision making so that these activities yield good results that are supported by the whole team.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Accountability

1. An Essential Guide to Giving Feedback

The purpose of this course is to enhance your skills in giving honest and constructive feedback. The course begins by exploring the nature of feedback and then develops a practical approach to the feedback process. Giving feedback is not always straightforward, however, and so the final part of this course looks at barriers to giving feedback and strategies for dealing with situations where your feedback is challenged.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

2. Putting Knowledge to Work

Knowledge, like a machine, must be used to create something positive for your company. If not, it's wasted. The key is to find the knowledge in your organization, share it and leverage it. This is the process that will really bring you and your organization the results you want.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

3. Knowledge as Capital

Understanding where the knowledge is in your organization is one of the first steps in leveraging it for profitability and growth. In this course, you'll explore the three kinds of knowledge capital in every organization: human, structural and relationship. You'll learn about each kind of capital, how to measure it and how to start managing it to help your company.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

4. Achieving Success without Authority: Focusing on Results

This course emphasizes the importance as well as the actions necessary to stay focused on achieving results. Each employee within an organization must maintain focus on achieving results and the importance it has to the organization. Employees must understand that even without authority they still have influence to the success of company goals. Employees must harvest their influence and use it

appropriately to their advantage.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Achieving Success without Authority: Personal Accountability

This course emphasizes the importance as well as the actions necessary to stay focused on achieving results. Each employee within an organization must maintain focus on achieving results and the importance it has to the organization. Employees must understand that even without authority they still have influence to the success of company goals. Employees must harvest their influence and use it appropriately to their advantage.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

6. Continuous Performance Assessment

This course shows you how to make performance appraisal a continuous process. The course examines the common evaluation methods — which most organizations use to evaluate performance data — including how to successfully use self-evaluation data in the assessment. This course is designed to change appraisal into a positive experience for both manager and worker by emphasizing and detailing the preparatory steps that make appraisal into a more ongoing and valuable process.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

7. A Manager's Primer for Ensuring Accountability

This course is designed to enhance your ability to communicate a philosophy of continuous improvement, what you expect of your staff and what they must expect of themselves. This is a primer on multiple approaches to performance appraisal. It's much easier to hold employees accountable for their work if they know exactly what's expected, and more importantly, why it's expected.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Customer Service**1. Fundamentals of Exceptional Customer Service**

This course is designed to take your goals beyond merely satisfying the customer to creating customer loyalty. The training takes aim at outdated modes of thinking and establishes the building blocks for a service mentality that increases customer commitment and profits. Most importantly, by the end of the course you'll be able create your own customer-focused philosophy.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Excellence in Service: Providing Superior Customer Service

You will learn how to develop and maintain a positive attitude, show extra attentiveness to your customers and use customer-friendly language. In addition, you will learn how to effectively solve customers' problems and benefit from their complaints.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Excellence in Service: Creating Customer Loyalty

You will learn how to create a customer service climate and dedicated employees, as well as how to provide memorable service on a regular basis. In addition, you will learn how to understand your customers' experiences, encourage loyalty from them and form a partnership with them.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Excellence in Service: Creating an Exceptional Service Environment

You will learn how to create the necessary foundation to help employees deliver exceptional customer service. You will learn steps for writing your customer service vision statement, as well as suggestions for ensuring that the appropriate processes and systems are in place to support exceptional customer service.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Excellence In Service: Building Lasting Customer Relationships

You will learn techniques to help you select qualified employees and how to conduct an interview. You will also learn how to train and empower your employees

and how to reinforce and recognize their desirable behavior.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Decisiveness

1. Decisions and Risk

This course sheds light on the decision-making process by moving from practical methodologies to decision-making intelligence. Build both quality and commitment into your decision-making process by incorporating the information in this course.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Dynamic Decision Making

The objective of this course is to turn you and others in your organization into dynamic decision makers. You'll gain the skills necessary to avoid the psychological pitfalls that adversely affect decision making. When you use the decision-modeling techniques presented here, you'll enjoy enhanced accuracy and, hence, business confidence.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Problem Solving: Foundations

Solving problems and making decisions are two of the most important aspects of any job. This course is designed to provide you with the foundations required for successful problem solving. Two keys to successful problem solving are your ability to assess your own level of decisiveness, and building your problem-solving skills. This course gives you the tools you need to tackle work problems, providing both a conceptual and practical foundation for successful problem solving.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Decision Making

This course will improve decision making skills and the results those decisions produce. Managers learn to simplify complex decisions, hone managerial instincts, and avoid common thinking biases that distort decision-making. There is no such thing as a decision that doesn't count.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Decision Making and Problem Solving: Decision Making Fundamentals

This course will help you make better decisions especially in those areas which will have the greatest impact on the business and understand the best style to use in every situation.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Entrepreneurship

1. Initiating a Succession Plan Simulation

This simulation involves a hypothetical market research firm that provides consulting, market analysis, strategic planning and technology forecasting services. The company relies on a highly skilled research and production staff to collate data, analyze markets and write reports with extremely short turnaround times. More often than not, these studies are pre-marketed, so late deliveries or aborted projects can be quite costly. Thinking beyond the short-term, you realize that a succession program is necessary and go to HR for help to establish one for your department.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Strategic Planning and Risk Management

Understanding how to excel in a climate of risk using strategic planning is crucial in today's business environment. This course will help you analyze where your business is going and how it should get there. This will help you successfully navigate the dangers inherent in risk taking. Minimizing your risk through strategic planning is planning for your success.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Supply Chain Planning and Inventory Management

In this course, you will learn how to achieve a strategic fit between your supply chain management and competitive strategies. Once your strategies are determined, you will learn about the forecasting and planning processes. Finally, you will discover different types of inventory management and how to maintain optimal levels of inventory across the supply chain.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Business Problem Solving: Critical Thinking and Information Analysis

In this course you will learn about critical thinking and the steps you can take to improve your reasoning abilities. You will also learn techniques for quantitative and financial analysis and forecasting, as well as the fundamentals of qualitative analysis and creative thinking.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Implementing Innovation

This course shows you how to promote and execute innovative ideas.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Risk Management

This course describes features of risk management and the role of stakeholders involved in risk management. It also covers the risk mitigation process, which helps prioritize, evaluate and implement appropriate security controls recommended in the risk assessment process. The course also outlines the steps involved in the risk assessment process, which help determine potential threats and risks to an IT system. Finally, it outlines the best practices that can help the learner develop an effective risk management plan. After completing this course, the learner can perform risk management for an IT system.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Problem Solving

1. Framing the Problem

This course is designed to help you effectively frame problems so that you're sure your line of sight is aimed straight toward the solution. You'll discover how to recognize and gather information about a problem so that all contingencies are accounted for and all subtleties considered. You'll also explore specific strategies for getting to the heart of any problem and learn dynamic techniques for

framing that problem so that success is greatly enhanced.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

2. Decision Making & Problem Solving: Problem-Solving Fundamentals

In this course, you will develop your problem-solving skills. This interactive multimedia training program provides you with opportunities to identify barriers to effective problem solving, determine the underlying causes of problems and recognize how poor problem solving affects an organization.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

3. Problem Solving and Decision Making

In this course, you'll learn the skills necessary to first set the stage for group problem solving and decision making by recognizing the components of an effective team. You'll explore valuable strategies for improving group effectiveness — strategies that will enable you to move past groupthink and other obstacles and towards team productivity. This course will show you why and how to make the most of the advantages inherent in group problem solving and decision making.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

4. Generating Alternatives in Problem Solving

This course is designed to equip you with numerous and productive alternative generation strategies that will enable you to draw from a pool of expanded options. By so doing, you'll better recognize and act on the best possible business choice. You'll explore ways to begin generating alternatives and get into the flow of enlarging your store of possible solutions.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Resolving Conflict through Problem Solving

This course gives learners a proven approach they can easily use whenever a conflict situation arises. This is an entire system of skills and techniques, based on detailed studies and proven psychological principles. The skills taught are practical and presented with humor and sympathy. They are adequately complemented with everyday examples that you can easily relate to. Learners will understand how to implement the most important facet of conflict resolution.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Influencing/Negotiating**1. Communicate for Results**

This course gives a practical demonstration of how to communicate for best results in three common, but sometimes difficult, situations. First, you will learn the communication skills required to ensure the collaboration and cooperation of your colleagues and peers when you are working as a member or as a leader of a project team. Second, this course will outline the communication required to maintain customer relationships during sensitive situations. Third, you will learn how best to present information to your managers.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. The Master Negotiator

In this course, you will discover ways to develop mastery in negotiation. You will also become familiar with methods of positively influencing others and assuming a power stance. Effective habits of master negotiators are presented along with a tool kit of sure-fire negotiating tips.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Negotiating: The Negotiation Process

This course will teach a process and guidelines to follow to conduct a successful negotiation, as well as guidelines to facilitate communication during a negotiation. You will also learn the types of questions you should ask during a negotiation and how to respond to questions posed by the other party. In addition, you will learn the different negotiation styles and examples of situations for which each style is appropriate.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Negotiating for Results Course

This course enhances core negotiation skills and helps managers build and preserve the relationships that are so critical to your organization's success. It helps managers master the art of the deal and build successful relationships with customers, suppliers, competitors and business partners.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

5. Negotiating: Advancing Negotiating Tactics

In this course, you will learn a process for gaining control in a negotiation and specific questions you can ask to control a negotiation. You will also learn about the various negotiation tactics and how to respond to each tactic. In addition, you will learn examples of unethical negotiation tactics and what to do when faced with a party that uses unethical tactics.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Human Resources Management**1. Getting the Workforce Your Company Needs**

This course examines both the legal guidelines and the procedures for recruiting, interviewing and selecting qualified employees. Special emphasis is given to legally-mandated requirements for providing equal opportunities for women and minorities in this process and for creating a workforce that is prepared to receive them and maximize their potential.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Critical Parameters for Evaluating Candidates

This course deals with the twelve critical areas on which candidates must be evaluated in any successful interviewing process. Questions to probe the candidate on each of these twelve areas are suggested and sample answers are presented to illustrate the cues that interviewers can pick up from the answers. At the end of this course, the learner will be able to make better informed judgments on the suitability of a candidate for any position.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. The Climate for Performance

This course will provide the learner with the terminology and concepts of the major motivation theories, performance management technology and learning approaches that enable improved human performance. The course will overview various methods to help understand the factors that encourage and inhibit good performance and which provide several theoretical foundations to analyze, solve and evaluate these efforts to improve performance.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Oral Communication**1. Communications Skills for Leadership**

In this course, you will learn what the requirements of leadership are, how to communicate your suitability for the role and how to communicate with those you lead.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

2. Communicate for Results

This course gives a practical demonstration of how to communicate for best results in three common, but sometimes difficult, situations. You will learn the communication skills required to ensure the collaboration and cooperation of your colleagues and peers when you are working as a member or as a leader of a project team. This course will also outline the communication required to maintain customer relationships during sensitive situations, such as when customers make a complaint or you must deny their requests. Finally, you will learn how best to present information to your managers.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

3. Basic Presentation Structure

To be truly effective, a presentation must be more than the sum of its parts. Whatever the specific objective of your presentation, strong preparation and proper organization are your keys to success. This course is designed to help ensure that you're ready to meet that challenge.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

4. Effective Presentation Delivery

You may know your presentation subject inside and out, but do you know how to effectively deliver what you know? Do you know what proper presentation attire is? What role do your voice and your body play in improving the effectiveness of your presentations? How do you overcome your natural anxiety about speaking in public and make that nervous energy work for you? You'll find the answers to these questions in this course. You'll explore the effect a presenter's appearance, attitude and energy has on an audience. You'll learn how to use your voice to enhance the effectiveness of your presentation, as well as how to use your body to enliven your delivery. Finally, you'll be shown ways to identify, eliminate and use your fears and anxieties to improve your delivery.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

5. Foundations of Presentations

Great mathematicians had to start like the rest of us, learning basic computation. Famous writers had to learn the basics of grammar, punctuation and sentence structure before moving into the spotlight. So like any other strong skill set, your ability as a successful presenter will need to begin with an understanding of the fundamental principles of presentation. In this course, you'll learn the value of understanding presentation as an effective way to communicate in the business world. The course will show you how to strategize the framework for your presentation, as well as teach you how to most efficiently use source material and information to add muscle to the framework. Finally, you will be shown the importance of planning to the success and effectiveness of a presentation.

Provider: Army e-learning (register via AKO)

Method: Online

Cost: FREE

6. Enhancing Your Listening Skills

Effective listening helps you to know what's going on in your organization, get cooperation from your co-workers, solve problems and be successful in your work. However, most people don't listen very well. This course will help you to improve your ability to listen to others. You will learn the skills you need to understand what people say, read their unconscious nonverbal messages and get others to want to listen to you. You also learn how to apply these skills in a variety of business situations, such as interviews, business meetings and negotiations.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Partnering

1. Gaining Allies, Creating Change

"If you scratch my back, I'll scratch yours." Is this an effective strategy for gaining allies to create change? How about, "If you do it my way, you'll feel better about yourself?" Finding and winning partners for the purpose of creating change is not easy in the intensely competitive and harried environment of the corporate world. It's especially difficult when you lack authority. The people whose help you need most may have no desire to help you, or if they do, they may lack the time. In either case, winning allies, partnering successfully, and creating change require unique strategies when you are not the one who is in control and this course will help you overcome that.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Getting Results From the Boss

As an employee working in a subordinate role, it's up to you to learn how to get the results you desire. That means knowing how to do everything from building a relationship with your boss to dealing effectively with him when he only wants to disagree. In this course, you'll learn how to get results from your boss in a number of situations despite your lack of authority.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. Connect and Communicate

In this course, you will discover methods of emotionally connecting with people in ways that capture their attention and interest in you. You will be introduced to methods of building trust and rapport. You will also have the opportunity to develop critical negotiation skills in communication, such as active listening, reading body language and applying power words to your conversations. Getting what you want from dealings with others depends on your ability to effectively connect and communicate. This course will lay the foundation for your growth in these areas.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Building Relationships to Get Results

You are not the boss. You've been called "peer," "esteemed colleague," "invaluable staff member," and "friend," but no one's even come close to calling you "boss." You realize you have no real authority whatsoever. However, you have much more power than you think, even if you are on the bottom rung of the corporate ladder. As Jack London said, "Life is not always a matter of being dealt a winning hand, but sometimes, of playing a poor hand well." In the corporate world, when it comes to getting results when you have no authority, it is imperative that you play your best hand. In this course, you'll learn how.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Competency Addressed: Written Communication

1. Exploring the New Basics of Business Writing

In today's fast-paced business environment, people expect quick, decisive messages that express the purpose upfront, give the details and ask for action. You'll learn how business needs have changed business writing and how to create a writing style full of pizzazz. Finally, you'll learn how to design and produce

high-impact documents using a foolproof, three-step method; these will be documents your readers will remember.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

2. Writing Effective Business Documents

This course helps you accomplish written business communication in an effective manner. You will learn to construct clear, concise and effective memos, business letters, reports, and proposals. You will gain proven tips to help you give your notes and memos a sense of authority and urgency. You'll also learn to write letters and proposals that motivate people into action. This course will show you how to buffer bad, sad or unpopular news without clouding your message. You will develop skills to repair a message before sending it out and you will gain confidence and credibility that come with professional-level writing skills.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

3. E-Mail Etiquette: Writing Effective E-mail Messages

In this course, you will learn how to write effective e-mail messages. You will learn the differences between writing online and traditional paper-based writing, as well as how to achieve your e-mail message objectives, and how to construct effective sentences and paragraphs. You will also learn the importance of using specific words to avoid vagueness, why active voice is better than passive and how to place commas correctly.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

4. Foundations of Grammar

Understanding how to use various types of words is a building block of good writing. To be a good writer, you must have a thorough understanding of the basic parts of speech that identify and classify types of words. Then, you must be capable of applying the necessary guidelines for more complex uses of various word types. In this course, you'll complete a comprehensive study on using words correctly. You'll study everything from pronouns to possessives and you'll discover how to avoid the most common usage errors. When you've finished the course, you'll have the necessary building blocks to develop your skill as a top-notch writer.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online

Cost: Check with provider

Useful References

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ACTEDS Training Catalog, CPOL
<http://cpol.army.mil/library/train/catalog/toc.html>

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<http://AcqSptCtr.army.mil/pubs/aete/default.cfm>

Report on Competencies for the Federal Acquisition Workforce (December 2003), FAI

Report on the Federal Acquisition Workforce Fiscal Years 2003 and 2004 (April 2005)

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A Comparison of Army Acquisition Military Officers & Civilian Leadership Training Education and Development (October 2004), Aviation & Missile Development and Engineering Center (AMRDEC)

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<http://www.tradoc.army.mil/tpubs/pdf/regs/r350-10.pdf>

Training Policy Handbook: Authorities and Guidelines, (May 2000), OPM
<http://www.opm.gov/hrd/lead/index.asp>

The Army Training and Leader Development Panel Report, Phase IV (Civilian Study),
February 24, 2003
<http://cpol.army.mil/library/train/102405civleaderdev.html>



I am an Army Civilian – a member of the Army Team.
I am dedicated to the Army, its Soldiers and Civilians.
I will always support the mission.
I provide stability and continuity during war and peace.
I support and defend the Constitution of the United States and consider it an
honor to serve the Nation and its Army.
I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor,
Integrity and Personal Courage.
I am an Army Civilian.